

2018



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I. EXECUTIVE SUMMARY

A young person's first paid job can be a crucial developmental experience, ideally providing a safe and supported entry into the world of work as well as significant insight into one's strengths, weaknesses, interests and ambitions. Since 1979, Washington D.C.'s Marion Barry Summer Youth Employment Program (MBSYEP) has connected generations of District youth to their first job. Particularly for young people from low-income families residing in communities with few employment opportunities, who might otherwise struggle to find summer jobs, MBSYEP continues to play a vital role in ensuring that youth can experience the workplace, earn a decent wage and advance toward adulthood. MBSYEP's mission is to provide enriching and constructive summer work experiences for youth ages 14 to 24 through subsidized placements in the private, non-profit, educational, and government sectors.

Labor statistics continue to reaffirm the importance of MBSYEP. According to the Economic Policy Institute, the highest African-American unemployment rate is in the District of Columbia at 12.4% (Economic Policy Institute, 2018). The Bureau of Labor Statistics reported black youth unemployment at 9.2% in July 2018 (Bureau of Labor Statistics, 2018). However, for ages 16-24 and 20-24, unemployment rates were 14.4% and 12.3%, respectively. (Governing, 2018)

According to the D.C. Office of Planning, there were 100,815 District residents under age 18 and 87,015 between ages 18 to 24. This reflects approximately 30% of the District's population. Consequently, there is a direct relationship between the District's future sustainability through reducing unemployment and increasing job growth and current rates of educational and vocational attainment and employment among youth.

Operated by the Office of Youth Programs within the D.C. Department of Employment Services (DOES), the MBSYEP has grown and adapted during its nearly 40 years to meet the ever-changing needs of young people, employers and the overall job market in D.C. This 2018 Independent Evaluation reflects such growth and adaptation and is intended to determine whether the MBSYEP is fulfilling its mission consistent with the requirements of the program and evaluation criteria. Specifically, the evaluation activities as required by D.C. Code § 32-244: Evaluation of The Summer Youth Employment Program include:

- Post-program surveys of participating youth and employers;
- Interviews with local youth workforce development stakeholders, experts, and providers;
- Evaluations of client satisfaction from participating youth and employers;
- Assessments of job responsibilities of participating youth;
- Assessments of support mechanisms for participating youth and employers;
- Weighing the sense of progress as it relates to job readiness and specific work skills gained for participating youth;

- An estimation of the percentage of youth participating in each of the various types of activities provided through the summer youth employment program (for example, work experience, academic, and youth enrichment); and
- An assessment of the steps taken to address shortcomings identified in previous program evaluations and an analysis of the effectiveness of these corrective measures.

The evaluation was conducted for the Department of Employment Services (DOES) by The Coles Group, LLC. The primary focus was to determine how the program impacts participants' workforce readiness, job skills, and opportunities for career exploration. The findings were gleaned from the following:

- A participant survey consisting of 30 questions sent to approximately 11,345 youth participants. 1,264 youth participants completed the survey for a 98% confidence level, with a 1% margin of error.
- An employer survey consisting of 27 questions sent to 556 employers. 135 employers completed the survey for a confidence level of 96% with a 4% margin of error.
- Interviews with local youth workforce development staff in the Office of Youth Programs within the D.C. Department of Employment Services.

Also evaluated was MBSYEP's financial impact on youth participants and the extent to which its positive impacts contributed to (1) enhancing their employment experience, (2) improving identified deficiencies from previous evaluations that significantly impacted the implementation of the MBSYEP program, and recommending strategies that lead to sustainable improvements in the following areas:

- Program Focus
- Program Quality
- Program Operations
- Provider Capacity
- Employer Engagement

The Coles Group, LLC conducted the evaluation using the Burke & Litwin Model of Organizational Performance and Logic Model. It was concluded that MBSYEP continues to accomplish its mission; notwithstanding the normal challenges associated with such programs. This document outlines evaluation findings in detail, including identified opportunities to enhance and improve program outcomes.

II. 2018 MBSYEP HIGHLIGHTS AND MAJOR FINDINGS

There were substantial highlights and major findings gleaned from the 2018 MBSYEP evaluation process. These include but are not limited to:

- There were 10,159 youth participants, of which 8,571 were full-time students.
- 28% of youth participants were in the program for the first time, while 72% were returning youth participants. Approximately 88% of employers were returning, while 12% participated for the first time. These figures were gathered from post-program surveys.
- Approximately 51.1% of employers were from the non-profit sector, followed by 22.22% and 20.74% from private and government sectors, respectively. These figures were gathered from post-program surveys.
- Nearly 82% of youth participants were satisfied with the experiences in the program, while 78% of employers were satisfied with their experiences hosting youth participants, according to post-program surveys.
- Education and training, youth services, sports and physical education and office and administration comprised the four largest job categories and responsibilities of participating youth.

III. PROGRAM OVERVIEW

A. HISTORY

The Mayor Marion S. Barry Summer Youth Employment Program (MBSYEP) is a locally funded initiative administered by the Department of Employment Services (DOES) that provides District youth ages 14 to 24 with enriching and constructive summer work experiences through subsidized placements in the private, nonprofit and government sectors. Mayor Muriel Bowser signed Mayor's Order 2015-037 on January 14, 2015, which renamed the program the "Mayor Marion S. Barry Summer Youth Employment Program" in honor of former Mayor and MBSYEP founder Marion Barry. Former Mayor Barry established the summer youth employment program in 1979.

MBSYEP is open to all District residents ages 14 to 24 and serves some of the District's most vulnerable citizens. The youth participants' employability is crucial not only to their own futures but to the District's. The program has remain instrumental in allaying some of the formidable challenges faced by many youth. For example, the following demographics have been characteristic of program participants and are reflective of the 2018 MBSYEP:

- The majority of youth participants (58%) were from Wards 7 and 8 in economically disadvantaged and high-crime neighborhoods where employment opportunities and jobs are scarce or nonexistent.
- 9% receive Temporary Assistance for Needy Families (TANF)
- 26% receive food stamps.
- 426 youth registrants were homeless

B. MISSION AND STRATEGIC GOALS

The mission of MBSYEP is to provide short-term employment and training to District youth, ages 14 to 24. The primary strategic goal is to introduce District youth to employers who will positively impact their futures by providing productive employment experiences. As such, its purpose is to provide youth with a transferable set of work-related experiences that can better prepare them to succeed in employment regardless of their educational (in-school, out-of-school, post-secondary, vocational, etc.), social (public assistance, teen-parent, homeless, etc.) or financial (economically disadvantage, etc.) situation. The general goals for MBSYEP youth include but are not limited to:

- Developing social, communication, critical thinking, decision making, problem solving, and self-management skills, while building and improving self-confidence and self-awareness;
- Learning work norms and culture;
- Understanding career pathways and decision points;

- Building a social network;
- Creating a positive identity as a productive employee;
- Learning to manage money and time; and
- Articulating the skills they have developed.

Employers in the Washington, D.C. Metropolitan area make this annual program possible by volunteering to serve as Host Employers and by providing structured job opportunities for youth during the summer.

IV. EVALUATION METHODOLOGY

The Coles Group's program assessment is predicated on applying best practices in program assessment and analysis, primarily using one (or both) of the following models: Burke & Litwin Model of Organizational Performance and Logic Model.

A. SCOPE

The scope of the evaluation focused on assessing, evaluating and providing recommendations leading to sustainable improvements in MBSYEP in the following three (3) areas:

- 1. Customer (youth)-centered functions directly related to the provision of MBSYEP programs, activities and to customers (youth residents) such as workforce readiness, high-growth industry career exploration, academic enrichment through experiential programs, applied skills development and job experience, etc.
- 2. Organizational functions that are vital to the organization's ability to effectively develop, implement, coordinate, evaluate and continuously improve MBSYEP services and programs based on base-practice(s) models. These functions include but are not limited to management of information, contract/grant management, internal/external communications, infrastructure support, staff competencies and performance, staff training, operating policies and procedures, and stakeholder engagement to support MBSYEP.
- 3. Management, administration and operational structures, functions and systems which impact on the MBSYEP's ability to effectively coordinate and support the delivery of programs and services, and to carry out its mission.
- Management functions include policy development and implementation, budget financial management, leadership, accountability and responsiveness.
- Administrative functions consist of facilitation of staff/stakeholder communications and the flow
 of information throughout the organization, which includes data management, correspondence, and
 reports control and management.

Operations function coordinates a multitude of direct and indirect services for internal and external
customers and manages routine and emergent operational requirements as well as orchestrates the
planning and coordination of special activities.

B. APPROACH

The interviews, surveys and other data collected during the evaluation process were aggregated, triangulated and are presented in the Detailed 2018 MBSYEP Evaluation Findings sections. The evaluation recommendations are listed at the end of each of the 12 dimensions.

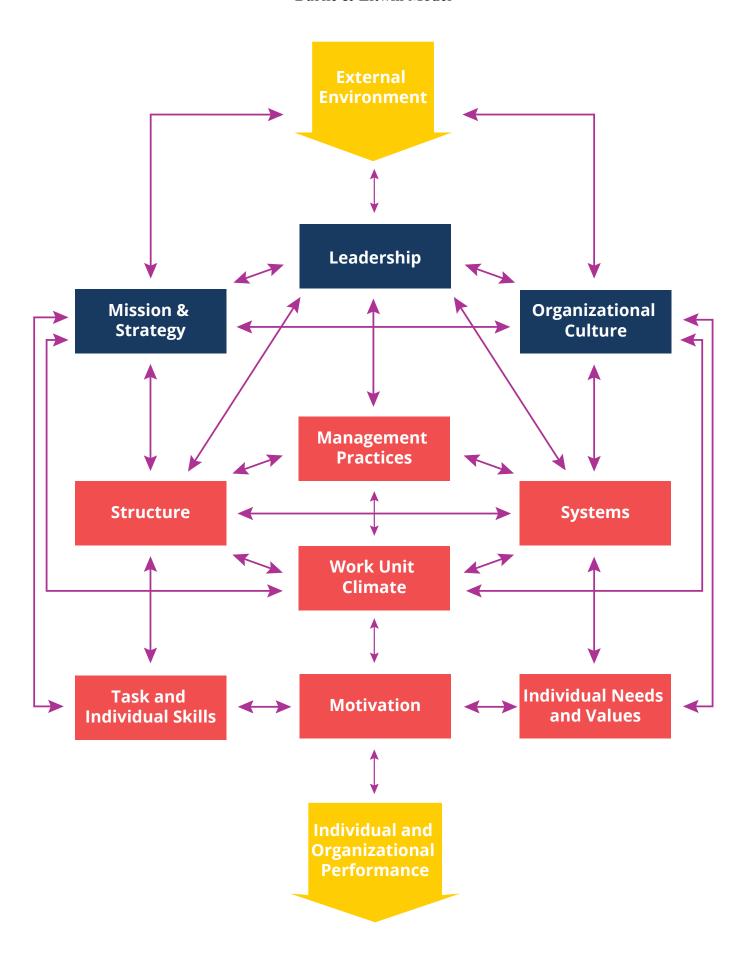
The Burke & Litwin Model suggests linkages that hypothesize how performance is affected by internal and external factors. It provides a framework to assess program, organizational and environmental dimensions that are keys to successful performance and change, and it demonstrates how these dimensions should be linked causally to improve performance/change.

This model links what could be understood from practice to what is known from research and theory. The model not only discusses how different dimensions link with each other but also discusses how the external environment affects the different dimensions in a program or organization. The model focuses on providing a guide for both program and organizational diagnosis and planned, managed organizational improvements and/or change, and is predicated on clearly delineating cause-and-effect relationships.

The Burke & Litwin Model revolves around 12 organizational dimensions:

- 1. External Environment
- 2. Mission and Strategy
- 3. Leadership
- 4. Organizational Culture
- 5. Structure
- 6. Management Practices
- 7. Systems
- 8. Work Unit Climate
- 9. Task and Individual Skills
- 10. Individual Needs and Values
- 11. Motivation
- 12. Individual and Organizational Performance

Burke & Litwin Model



What is specifically important and relevant about the Burke & Litwin Model as it relates to evaluating the 2018 MBSYEP is the dynamic and evolving nature of the program and the factors that contribute to its improvement as well as changes. The following defines the model's applicability to the current evaluation.

- 1. The most dominant factor that triggers organizational change is the external environment. It is the external environment that makes an organization change its mission, culture, leadership and its operating strategies.
- 2. The changes in the 12 key dimensions, as identified by the Burke and Litwin model, bring about a series of changes in the structure, practices and the system of the organization.
- 3. All the affecting factors put together affect the motivation level of the individuals in an organization, which in turn impacts the organization's overall performance.
- 4. The 12 key dimensions of the change model interact with and affect each other. And understanding the linkage between these supportive pillars is the key to effective and smoother change.

The next section, "Detailed 2018 MBSYEP Evaluation Findings," contains the evaluation activities and findings, which are categorized according to the 12 organizational dimensions of the Burke & Litwin Model.

V. DETAILED 2018 EVALUATION FINDINGS

This detailed evaluation begins with a review of the program demographic composition for 2018. More specifically, a description of data related to participant demographics (age, gender, race, educational level, residence (Ward), etc.) is presented. This is followed by employer demographics and an MBSYEP demographic snapshot. Some of the data presented is compared to MBSYEP 2017 demographic data and findings.

Thereafter, survey and interview data is presented and organized according to the 12 dimensions of the Burke & Litwin Model. Again, the methodology is primarily qualitative in nature. Notwithstanding, specific questions and findings from both participant and employer surveys and staff interviews were assigned to the appropriate dimension to effectively describe the data and underscore positive outcomes as well as actual and potential challenges that warrant consideration in the future.

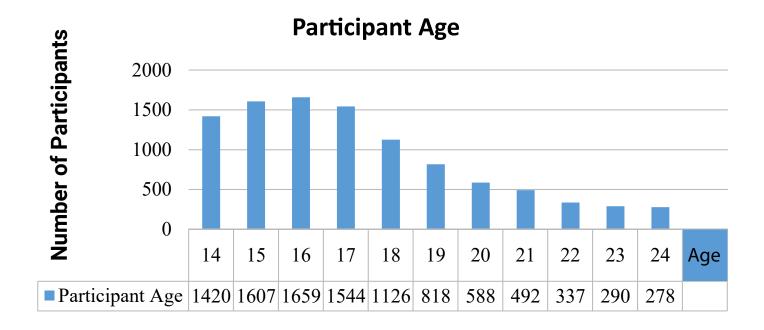
A brief description of the dimension precedes the data presented in order to enhance the reader's understanding of the impacts (positive and negative) of the 2018 MBSYEP from the perspective of the 12 dimensions of the Burke & Litwin Model.

2018 PARTICIPANT AND EMPLOYER DEMOGRAPHICS

A. Participant Demographics

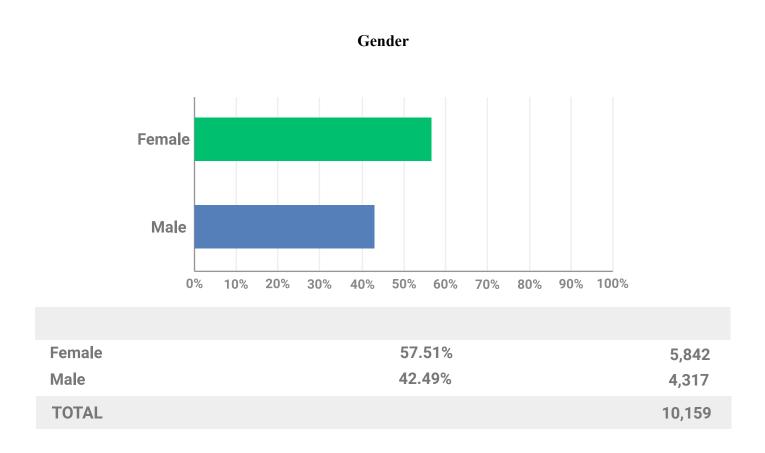
2018 Age Composition

As indicated in the graph below, in 2018 youth participants aged 16 was the largest group (1,659), followed by age 15 (1,607) and age 17 (1,544). In 2017, the average age was 16, followed by ages 15 and 17, respectively. Youth participants ages 22 to 24 accounted for (905) of the total enrollment in 2018. The 2018 program budget only allowed for 900 participants within this age group. The additional five 22 to 24 year old participants were enrolled in the 1000 Opportunities Initiative, which provided them the same or similar benefits and experiences as MBSYEP. There was minimal variations in participant percentages in the 21-24 age group between 2017 and 2018.



2018 Gender Composition

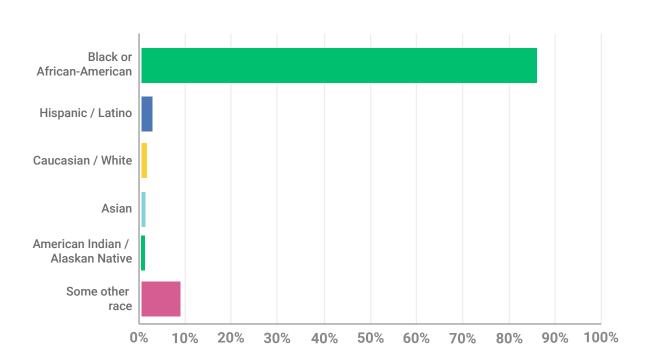
As illustrated below, female youth participants accounted for 57.51% of the total enrollment, compared to males at 42.49 % in 2018. In 2017, female youth participants accounted for 45% of total enrollment, while males comprised 55%. There have been considerable efforts to increase male enrollment in MBSYEP in recent years, and 2017 enrollment efforts produced gains in achieving this goal. However, in 2018, these efforts clearly rolled back to pre-2017 numbers.



2018 Racial Composition

As indicated, in 2018, African-Americans accounted for 86.02% of enrollment, while Others, Hispanics/Latinos and Caucasian/White accounted for 9.51%, 2.80% and 0.85%, respectively.





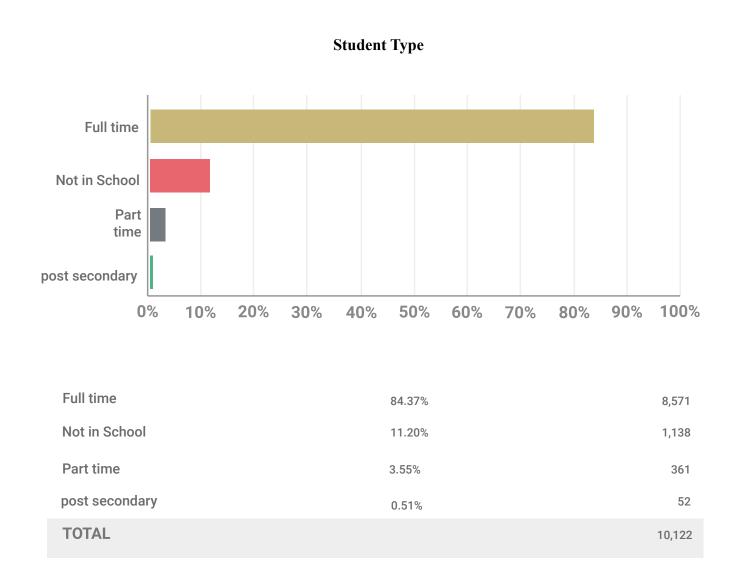
Black or African-American	86.02%	8,739
Hispanic / Latino	2.80%	284
Caucasian / White	0.85%	86
Asian	0.50%	51
American Indian/Alaskan Indian	0.31%	32
Some other race	9.51%	966
TOTAL		10,158

2018 Educational Level Composition

As indicated, there were 8,571 in-school, full time youth participants, followed by 1,138 not- in-school and 361 part-time students. 52 youth participants were enrolled in post secondary educational programs.

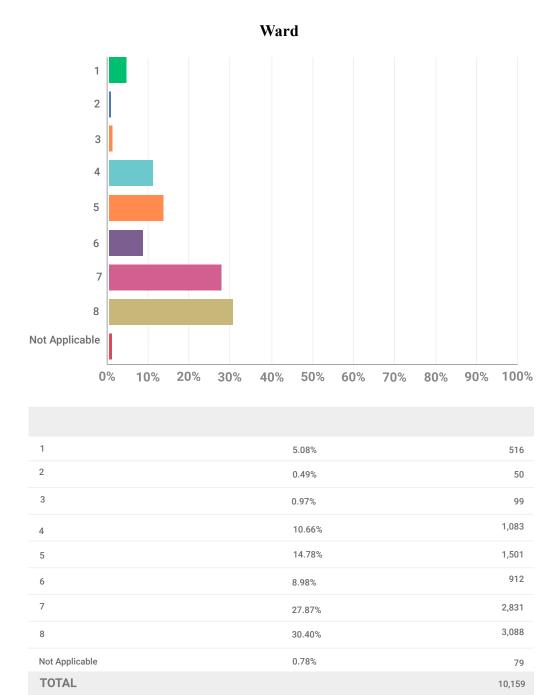
2018 Educational Level Composition

As indicated, there were 8,571 in-school, full time youth participants, followed by 1,138 not- in-school and 361 part-time students. 52 youth participants were enrolled in post secondary educational programs.



2018 Composition by Ward

Similar to 2017, Wards 7 (27.87%) and 8 (30.40%) accounted for the largest percentages of enrollment in 2018. Wards 5, 4 and 6 accounted for 14.78%, 10.66% and 8.98%, respectively. These percentages only slightly varied from 2017 data.



2018 Payment by Ward

As indicated, Ward 8 (\$2,938,073) and Ward 7 (\$2,776,758) had the highest payments; followed by Ward 5 (\$1,504,998), Ward 4 (\$1,068,156) and Ward 6 (\$892,325).

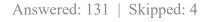
Pa	2018 VMENTS PER WARD
Ward	Total Gross
1	\$518,133
2	\$53,818
3	\$99,784
4	\$1,068,156
5	\$1,504,998
6	\$892,325
7	\$2,776,758
8	\$2,938,073
N/A	\$70,898
Total Gross	\$9,922,943

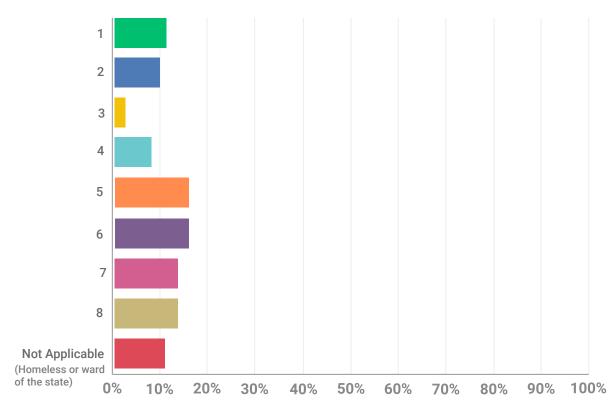
B. EMPLOYER DEMOGRAPHICS

2018 Employers by Ward

In 2018, the largest percentage of employers were located in Wards 5 (15.27%), 6 (15.27%), 7 (13.74) and 8 (13.74), according to a post-program survey.

Q1 What ward is your organization located in?



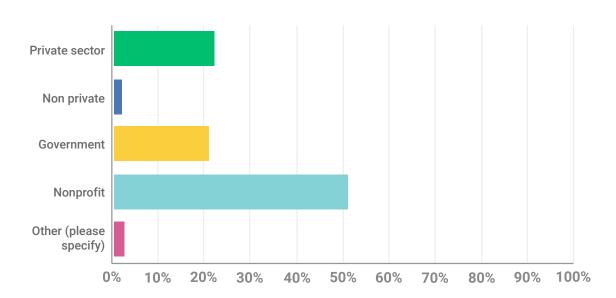


ANSWER CHOICES	RESPONSES	
1	11.45%	15
2	9.16%	12
3	2.29%	3
4	7.63%	10
5	15.27%	20
6	15.27%	20
7	13.74%	18
8	13.74%	18
Not Applicable	11.45%	15
TOTAL		131

In 2018, the nonprofit sector accounted for 51.11% of job placements/positions, followed by private and government sectors at 22.22 % and 20.74 %, respectively. These findings, gained in a post-program survey, reflect improvements in private sector outreach. For example, in 2017, private sector placements accounted for 11% of total placement. Encouragingly, 2018 reflected the increasing participation and involvement of the private sector in MBSYEP. These efforts should continue.

Q2 Which category does your organization fall under?

Answered: 135 | Skipped: 0



ANSWER CHOICES	RESPONSES	
Private sector	22.22%	30
Non private	2.22%	3
Government	20.74%	28
Nonprofrit	51.11%	69
Other (please specify)	3.70%	5
TOTAL		135

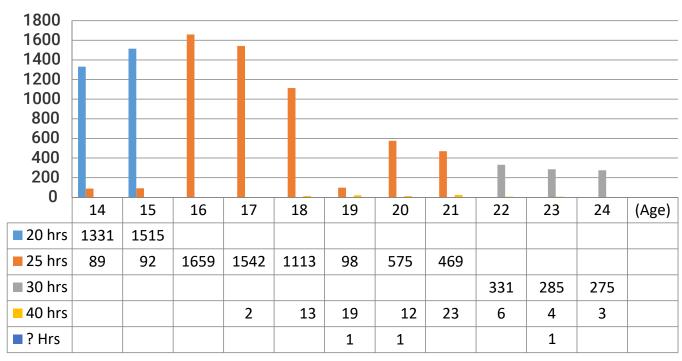
C. 2018 MBSYEP PROGRAM DEMOGRAPHICS

2018 Maximum Hours by Age

Youth participants ages 16 (1,659), 17 (1,542) and 18 (1,113) had the largest number of hours working a maximum of 25 hours per week. Regarding a 20-hour-per-week maximum, the number of hours worked by youth ages 14 and 15 were 1,331 and 1,515, respectively.

2018 Maximum Hours by Age

2018 Maximum Hours by Age



BURKE & LITWIN MODEL 2018 MBSYEP ASSESSMENT

1. EXTERNAL ENVIRONMENT

The external environment is considered everything outside an organization or program that might affect it. There are two layers that comprise the external environment: general environment and task environment. The general environment includes nonspecific dimensions and forces in an organization's/program's surroundings that might affect its activities. For example, economic, technological, socio-cultural, and political-legal forces can impact the external environment. Alternatively, the task environment includes specific organizations or groups that are likely to influence an organization or program. It consists of competitors, customers, suppliers, regulators, unions and owners, etc.

Regarding the 2018 MBSYEP, the external environment evaluation focused on the Office of Youth Programs' interaction and activities with host employers as well as processes such as youth and employer eligibility that influenced the number of youth participants and host employers, and potential impacts to participant and employer attrition. The task environment focused on participant placement and participant/employer engagement experiences, and the likelihood of youth participants and employers returning to the program in the future.

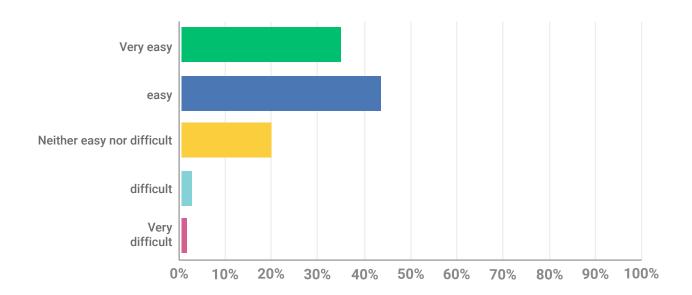
A. Employer Eligibility Process

The processes used to determine host employer eligibility remained consistent from 2017. For example, employer eligibility for grant-funded slots in Work Readiness (WR)-Youth ages 14-17, Growth Industry (GIS)-Youth ages 14-17 and MBSYEP Placement and Professional Development ages 22-24, generally consisted of employers completing the Request for Application and succeeding in the selected process. Volunteer employers completed an online application that requests basic information about the business, including currently employed youth that may be eligible for MBSYEP, anticipated participation in MBSYEP and planned financial contribution. In addition, employers are engaged with DOES staff to determine job placements and other services, and to address any challenges that occur throughout the program.

As indicated in the Q8 graph, 76.86 % of employers surveyed were satisfied with the registration process. This high percentage of satisfaction is a reasonable predictor of the likelihood of employers to return to the program in subsequent years.

Q8 Overall, how do you rate the MBSYEP registration process for employers?

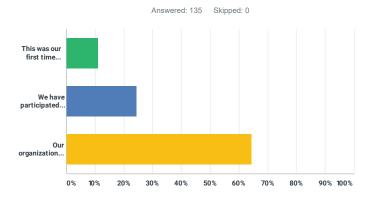
Answered 134 skipped: 1



ANSWER CHOICES	RESPONSES	
Very easy	33.58%	45
Easy	43.28%	58
Neither easy nor difficult	20.15%	27
Difficult	2.24%	3
Very difficult	0.75%	1
TOTAL		134

Consequently, the approximately 88% of employers surveyed that returned as a host for MBSYEP youth participants is underscored in the Q4 graph below. Clearly, the more seamless and accessible the eligibility process, the more likely employers will continue to participate.

Q4 Please describe your organization's participation with MBSYEP.



ANSWER CHOICES	RESPONSES	
This was our first time participating in MBSYEP	11.11%	15
We have participated more than once, but only a few times	24.44%	33
Our organization has participated multiple times in MBSYEP	64.44%	87
TOTAL	1	35

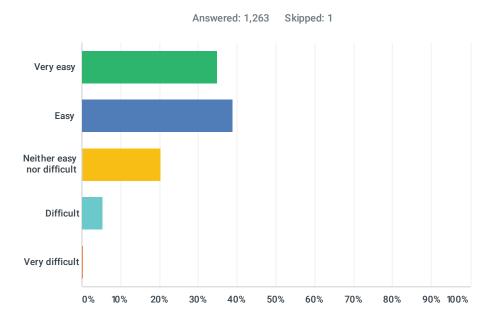
B. Youth Eligibility Process

The District does not limit participation in MBSYEP based on income or other indicators of disadvantage, such as having a disability, or being homeless or involved in the criminal justice system. Out-of-school youth between the ages of 16 and 24, as well as in-school youth between the ages of 14 and 21, are eligible for employment and training services provided through Workforce Innovation and Opportunity Act (WIOA) grant funds. However, the number of slots are limited, and often youth are placed on a waiting list if eligible.

Eligibility generally consists of applying through the MBSYEP portal, completing required forms and submitting requested documents within a specific timeframe. These documents include verification of age, residence, social security number and permission to work. The registrants are also required to attend a mandatory orientation.

Q10 indicates that approximately 74% of youth participants surveyed were satisfied with the registration process. Notwithstanding, nearly 6% rated the registration process "difficult" or "very difficult."

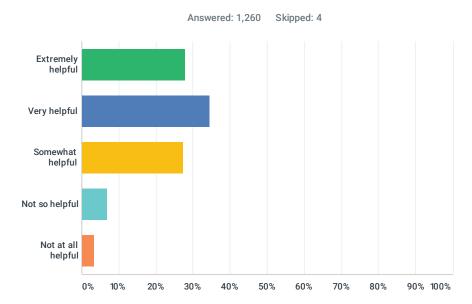
Q10 Overall, how would you rate the MBSYEP registration process?



ANSWER CHOICES	RESPONSES	
Very easy	35.00%	442
Easy	38.88%	491
Neither easy nor difficult	20.35%	257
Difficult	5.46%	69
Very difficult	0.32%	4
TOTAL		1,263

As indicated in Q11, 62% of youth participants surveyed found the mandatory orientation helpful in preparation for their summer work experience, while 27% found it somewhat helpful. Consequently, there is a need to explore the content and delivery of the participants' orientation and determine if there is a need to tailor content specific to the first time youth participants and returning youth participants.

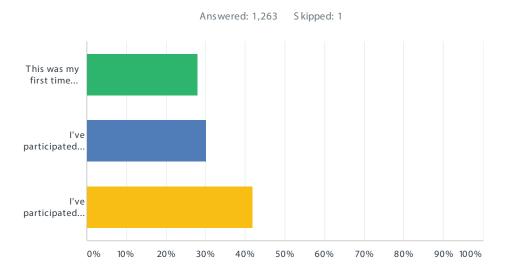
Q11 How helpful was the orientation in preparing you for your summer work experience?



ANSWER CHOICES	RESPONSES	
Extremely helpful	27.78%	350
Very helpful	34.44%	434
Somewhat helpful	27.46%	346
Not so helpful	6.98%	88
Not at all helpful	3.33%	42
TOTAL		1,260

Q6 gleaned the importance of eligibility and registration processes in either encouraging or discouraging youth participation in MBSYEP. For example, as indicated in the Q6 graph, nearly 72% of youth participants surveyed had previous experiences in the program. However, approximately 28% were first time youth participants. The data regarding the more than 8,000 registrants that failed eligibility did not capture the percentage of first and previous youth participants. Consequently, it is safe to assume that meeting eligibility and registration requirements may have been challenging for many registrants, especially those that did not complete the processes.

Q6 Please describe your participation with MBSYEP



ANSWER CHOICES	RESPONSES
This was my first time participating in MBSYEP	28.03% 354
I've participated more than once, but only a few times	30.09% 380
I've participated multiple times in MBSYEP	41.88% 529
TOTAL	1,263

C. Recommendations:

- MBSYEP should provide enrollment priority for youth who are low-income or otherwise disadvantaged, as defined by the Workforce Innovation and Opportunity Act. A certain percent of slots should be allotted for this vulnerable population.
- Although the MBSYEP registration and eligibility process allows applicants to complete a
 "returning youth" application with pre-populated information, the documents required must be
 resubmitted each year. MBSYEP should explore ways to retain this information to eliminate
 redundancies related to document submissions and to reduce the length of time it takes for youth
 to complete the eligibility process.
- There is a need to explore the content and delivery of the youth participant orientation to determine if there is a need to tailor content specific to the first time youth participants and returning youth participants.
- MBSYEP should be considered as foundational components of a broader series of in-school and out-of-school opportunities for learning, work experience and career exploration, rather than as isolated, one-time programs. With that in mind, the evaluation recommends creating a more explicit connection between employment programs and schools, as well as developing intentional pathways that offer multi-year, progressive experiences for youth.

2. MISSION AND STRATEGY

Mission and strategy includes the vision, mission and strategy of the MBSYEP, as defined by District leaders and management. However, it is evaluated from the stakeholders (youth participants and employers) perspective and experiential point-of-view.

The mission and strategy of MBSYEP has remained consistent for nearly 40 years - to provide short-term employment and training opportunities to District youth. The strategy and goal is to introduce youth to employers who will positively impact their futures by providing productive employment experiences. As such, both mission and strategy are aimed at providing youth with transferable skillsets and dynamic work-related experiences in order to better prepare them to succeed in employment regardless of their educational (in-school, out-of-school, post-secondary, vocational, etc.), social (public assistance, teen-parent, homeless, foster care, involvement in the criminal justice system, etc.) or financial (economically disadvantage, etc.) situation.

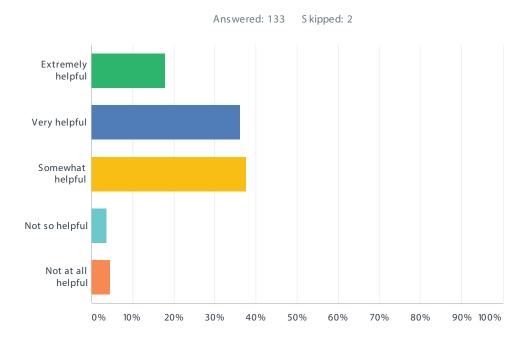
As previously mentioned, the strategic goals for MBSYEP youth include but are not limited to helping them:

- Develop social, communication, critical thinking, decision making, problem solving, and self-management skills, while building and improving self-confidence and self-awareness;
- Learn work norms and culture;
- Understand career pathways and decision points;
- Build a social network;
- Create a positive identity as a productive employee;
- Learn to manage money and time; and
- Articulate the skills they have developed.

Employers in the Washington, D.C. Metropolitan area contribute to the MBSYEP program by serving as Host Employers and working closely with DOES staff, stakeholders and youth participants to provide structured job opportunities for youth during the summer. Moreover, for older youth participants, it creates opportunities to secure long-term, gainful employment beyond the summer program. MBSYEP's mission and strategy is facilitated through engagement with host employers, such as initial orientation and continuous communications to address challenges and needs in a time manner.

For example, the Q9 graph illustrates how instrumental the employer orientation was to the success of the program in 2018. For example, 54% of employers surveyed found the orientation to be helpful, compared to 37% that perceived it as "somewhat helpful" and 8% that rated it less than helpful.

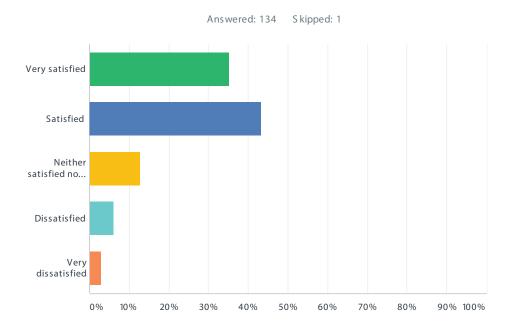
Q9 How helpful was the employer orientation in preparing your organization for MBSYEP youth?



ANSWER CHOICES	RESPONSES	
Extremely helpful	18.05%	24
Very helpful	36.09%	48
S omewhat helpful	37.59%	50
Not so helpful	3.76%	5
Not at all helpful	4.51%	6
TOTAL		133

Regarding employers' overall experience with the MBSYEP in 2018, Q5 indicates that 78% were satisfied with the program, compared to less than 9% that were dissatisfied. With more than 500 employers participating in the program, the percentage of dissatisfaction pales in comparison to "satisfied and very satisfied" percentages. Nonetheless, it is important to determine the sources of dissatisfaction, which was not captured in the responses, in continued efforts to improve MBSYEP moving forward.

Q5 Overall, how would you rate your organization's experience with MBSYEP in 2018?



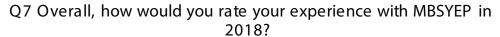
ANSWER CHOICES	RESPONSES	
Very satisfied	35.07%	47
Satisfied	43.28%	58
Neither satisfied nor dissatisfied	12.69%	17
Dissatisfied	5.97%	8
Very dissatisfied	2.99%	4
TOTAL		134

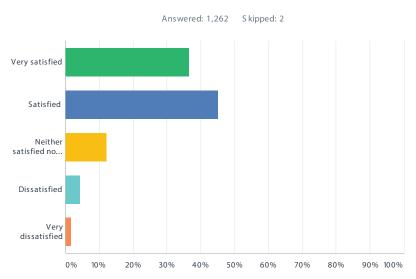
Interviews with key MBSYEP staff identified several important activities that contribute to the ability of the program to achieve its mission. These activities include but are not limited to:

- Identifying and creating different levels of youth engagement, i.e. work readiness training, job-based training, financial literacy, etc. to better meet the needs of youth participants and to improve job placement.
- Identifying how best to assign youth participants to host grant-funded employers and volunteer employers to better facilitate potential year-round job opportunities and experiences for youth participants.
- Enhancing youth participant job experiences through various supportive activities during the program such as building rapport with employers, resume development, accessing resources provided by MBSYEP, financial literacy education, and other tools on orientation and learning platforms.

- Using technology to enhance and improve communications with youth participants to ensure they understand the messages being communicated.
- Incorporating lessons learned via feedback sessions from youth participants and employers to improve program performance and outcomes.

More importantly, the above activities contributed to participant satisfaction with the program as gleaned from Q7, which rated participant satisfaction with MBSYEP in 2018. As indicated, nearly 82% of youth participants were satisfied with their program experience in the summer, while just 6% were dissatisfied.



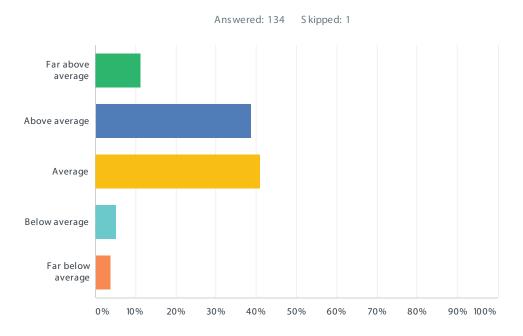


ANSWER CHOICES	RESPONSES	
Very satisfied	36.69%	463
Satisfied	45.09%	569
Neither satisfied nor dissatisfied	12.04%	152
Dissatisfied	4.44%	56
Very dissatisfied	1.74%	22
TOTAL		1,262

Notwithstanding, the low percentage of dissatisfaction warrants further exploration to identify opportunities for improvement. Participant dissatisfaction can result from many challenges such as staff and employer Notwithstanding, the low percentage of dissatisfaction warrants further exploration to identify opportunities for improvement. Participant dissatisfaction can result from many challenges such as staff and employer engagement, workplace environment, supervision and management practices, etc. and therefore, it is important to identify contributing factors.

Q7 reflects the extent to which the MBSYEP achieved its mission in 2018. For example, the nearly 82% participant satisfaction aligns with employers' rating of the overall quality of MBSYEP youth participants, which was 91 % average and above average, as seen in Q24.

Q24 How would your organization rate the overall quality of MBSYEP participants?



ANSWER CHOICES	RESPONSES	
Far above average	11.19%	15
Above average	38.81%	52
Average	41.04%	55
Below average	5.22%	7
Far below average	3.73%	5
TOTAL		134

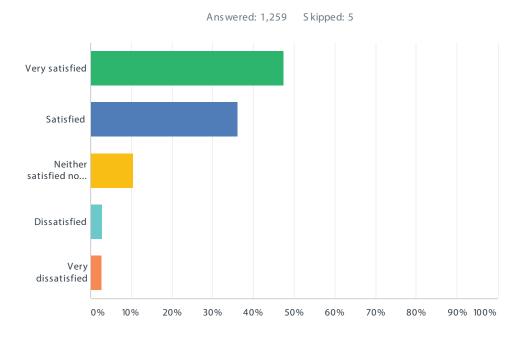
3. LEADERSHIP

Leadership is an important dynamic that is rarely considered in the evaluation of the MBSYEP. However, the quality of leadership directly and indirectly influences the experiences of youth participants. The purpose of MBSYEP is to provide youth participants with productive, meaningful and transferable employment experiences that will prepare them for future employment.

As such, the interactions between employer and participant in the workplace is critical to the quality of experience and to participant perceptions of the employer. The implications are far-reaching as they can impact the decision of youth participants to enroll in MBSYEP in subsequent years. The survey data that follows gleaned the experiences of youth participants. Of particular focus were questions that rated participant experience and their perception of employer investment in their professional experience.

In Q15, youth participants were asked to rate their experiences with their employer. As indicated, nearly 84% were satisfied, while less than 6% were dissatisfied with their experiences.

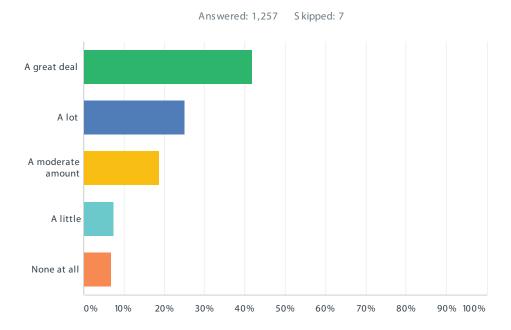
Q15 Overall, how would you rate your experience with your employer?



ANSWER CHOICES	RESPONSES	
Very satisfied	47.50%	598
Satisfied	36.14%	455
Neither satisfied nor dissatisfied	10.56%	133
Dissatisfied	3.02%	38
Very dissatisfied	2.78%	35
TOTAL		1,259

Similarly, when asked if their employer was invested in their professional experience, nearly 86% of youth participants responded favorably.

Q16 Was your employer invested in your professional experience?



ANSWER CHOICES	RESPONSES	
A great deal	41.77%	525
A lot	25.06%	315
A moderate amount	18.85%	237
A little	7.48%	94
None at all	6.84%	86
TOTAL		1,257

When these statistics are measured against rates of attrition in 2018 (12.87%), the impacts are favorable: there was a 2 percent (14.9) decrease from 2017 rates. Table 1 shows the percentage of attrition in Pay Periods 1 thru 4.

Metrics	
Pay Period 1/Week 1 (9,809)	
Pay Period 2/Week 2-3 (9,670)	
Pay Period 3/Week 4-5 (9,206)	
Pay Period 4/Week 6 (8,547)	

TABLE 1 Overall Attrition			
Pay Period	Drop Rate		
PP1 to PP2	1.42%		
PP2 to PP3	4.80%		
PP3 to PP4	7.16%		
PP1 to PP4	12.87%		

4. ORGANIZATIONAL CULTURE

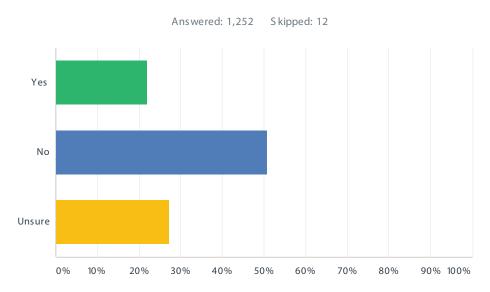
During the evaluation, organizational culture was assessed from information on the explicit as well as the implied rules, regulations, customs, principles and values that influence the organizational behavior—in this case, MBSYEP commitment to youth participants and the mission it serves. As previously indicated, there are no restrictions for enrollment in the MBSYEP. Consequently, the program represents a reliable opportunity for youth to become employed - youth who may otherwise not gain employment due to a myriad of challenges and circumstances.

For the employer, organizational culture was measured by whether they believed that youth participants were excited about working every day during the program. This is an important question because the workplace culture is usually substantially different from school, home and community cultures. For first time youth participants, there can potentially be a "cultural shock" associated with becoming acclimated to a more structured and demanding environment.

PARTICIPANTS

In Q22, youth participants were asked if they believed they would have gotten a summer job without MBSYEP. 50% did not believe they would have gotten a job if it were not for MBSYEP, while 27% were unsure. 21.96% believed they would have secured summer employment.

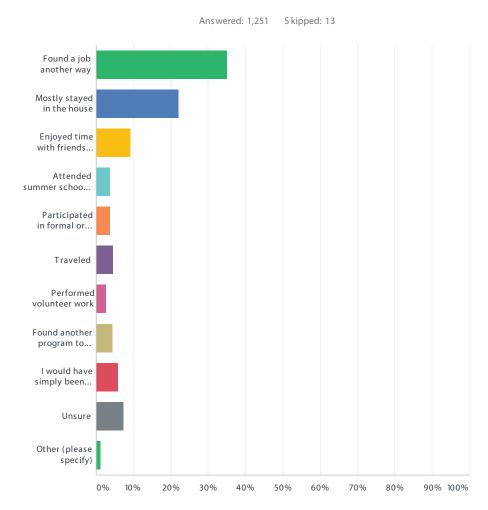
Q22 Do you think you would have gotten a summer job without MBSYEP?



ANSWER CHOICES	RESPONSES	
Yes	21.96%	275
No	50.80%	636
Unsure	27.24%	341
TOTAL		1,252

MBSYEP not only provides youth participants with job readiness and employment opportunities, but also helps them to use their time productively. In Q23, 35% of youth participants believed if they had not enrolled in MBSYEP, they still would have secured employment, while 22% believed they would have stayed at home.

Q23 If you had not participated in MBSYEP what do you think you would have done for the summer?

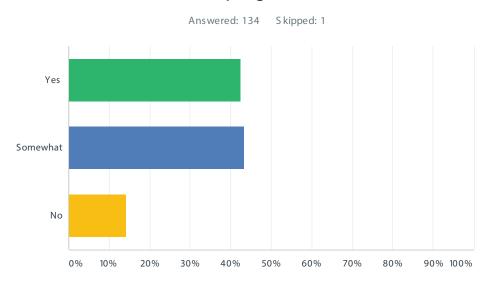


ANSWER CHOICES	RESPONSES	
Found a job another way	35.17%	440
Mostly stayed in the house	22.14%	277
E njoyed time with friends outside	9.19%	115
Attended summer school or studied	3.84%	48
Participated in formal or informal athletics	3.68%	46
Traveled	4.64%	58
Performed volunteer work	2.80%	35
Found another program to participate in	4.32%	54
I would have simply been unemployed	5.76%	72
Unsure	7.27%	91
Other (please specify)	1.20%	15
TOTAL		1,251

EMPLOYERS

In Q25, over 42% of employers surveyed believed that youth participants were excited about coming to work every day, some 43% believed youth participants were "somewhat" excited. 14% believed that youth participants were not excited.

Q25 Do you feel the youth were excited about working everyday during the program?



ANSWER CHOICES	RESPONSES	
Yes	42.54%	57
Somewhat	43.28%	58
No	14.18%	19
TOTAL	13	34

Matching youth participants' career choices with job placements is important for enhancing the cultural experience in the workplace for participant and employer. Youth participants were asked to select three career choices, which helped to identify job placements. These choices were made during registration and after enrollment.

Table 2 indicates the 25 listed careers and 1st, 2nd and 3rd choices made by youth participants during registration and following enrollment.

TABLE 2 2018 Career Choices

Job Sector	1st Cl	hoice	2 nd C	hoice	3 rd C	hoice
	Registrant	Participant	Registrant	Participant	Registrant	Participant
1- Childcare	3,553	1832	2,000	1042	1,706	920
2- Sports & Physical	2,286	1298	1,369	749	1,285	673
Education						
3- Federal Government	2,087	1041	1,666	854	1,363	728
4- Healthcare	1,011	539	920	475	828	425
5- Performing Arts	995	587	844	497	842	477
6- Information Technology	861	474	739	427	597	340
7- Food Service	811	363	1,265	582	1,041	499
8- Veterinary	686	365	639	345	702	347
Services/Animal Care						
9- Youth Services	675	387	1,190	640	1,343	746
10- Fashion Design/Modeling	655	344	842	474	918	501
11- Justice & Law	628	331	656	352	623	318
12- Visual Arts & Design	622	334	738	420	790	423
13- Building &	571	236	466	205	431	182
Grounds/Cleaning &						
Maintenance						
14- Communication & Media	556	295	678	379	712	385
15- Office & Administration	516	290	1,018	520	1,105	587
Services						
16- Education & Training	449	249	521	284	585	324
17- Hospitality	433	204	705	333	756	376
18- Retail Services	433	191	628	276	832	378
19- Community & Social	378	200	601	308	673	363
Services						
20- Construction Trades	304	111	363	159	372	136
21- Library Services	302	166	458	261	642	346
22- Mechanical Services &	213	96	312	167	372	185
Trade Skills						
23- Journalism & Television	190	105	365	198	426	246
24- Environmental/Green	132	66	218	115	282	148
Jobs						
25- Grounds Keeping &	127	55	273	97	248	106
Landscape Services						

Table 3 shows the number of youth participants assigned to specific job sectors. As indicated, the predominate job sectors were Education & Training, Youth Services, Sports & Physical Education and Office & Administration Services.

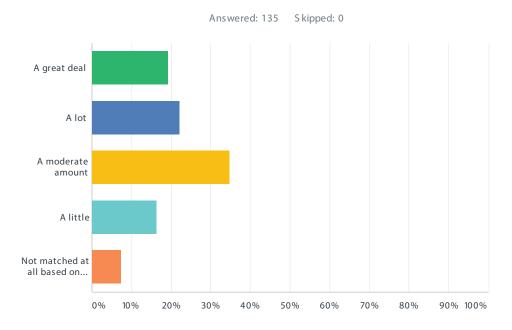
TABLE 3 PARTICIPANTS BY JOB SECTOR	
Job Sector	Number
Education & Training	1896
Youth Services	1472
Sports & Physical Education	1019
Office & Administration Services	1015
Performing Arts	749
Childcare	520
Community & Social Services	483
Communication & Media	454
Environmental/Green Jobs	352
Federal Government	333
Information Technology	301
Fashion Design/MDLG	264
Building & Grounds	223
Healthcare	200
Visual Arts	168
Retail Services	162
Journo	143
Food Service	94
Hospitality	92
Construction Trades	71

5. STRUCTURE

The evaluation of structure focused on responsibility, communication, decision making and control structures between MBSYEP staff, employers and youth participants in job placement. The questions explored the extent to which youth participants were matched with jobs based on their passions and interests and any issues related to employer tracking and reporting participant hours.

As indicated in Q11, some 41% of employers surveyed believed that youth participants' passions and interests were effectively matched with their organization, while nearly 35% believed they were moderately matched. Nearly 24% of employers surveyed thought the match between youth participants and their organization was marginal or nonexistent.

Q11 How well were youth matched with your organization based on their passions and interests?



ANSWER CHOICES	RESPONSES	
A great deal	19.26%	26
A lot	22.22%	30
A moderate amount	34.81%	47
A little	16.30%	22
Not matched at all based on their interests or preferences	7.41%	10
TOTAL	13	35

Table 4 shows job placement by career choice. As indicated, approximately 6000 youth participants did not have a match. 2,354 and 1,032 youth participants received their 1st and 2nd career choice, respectively. It is reasonable to assume a beneficial relationship between job placement and the expression of youth participants' passion and interests in the organization and job assignment.

TABLE 4 Job Placement by Career Choice	
Choice Match	Number
1 st Choice Matched	2,354
2 nd Choice Matched	1,032
3 rd Choice Matched	773
No Match	6,000

6. MANAGEMENT PRACTICES

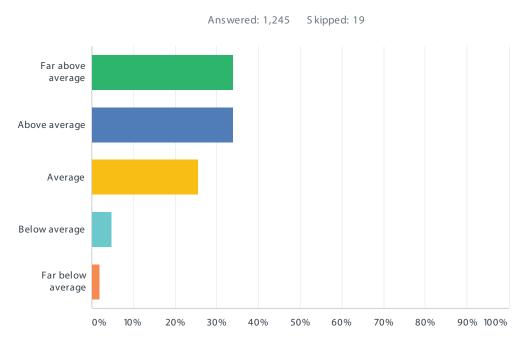
Management practices usually refers to the working methods and innovations that managers use to improve the effectiveness of work systems. Common management practices include: communications, introducing schemes for improving program quality, and introducing various forms of new technology. Management practices are critical to effective communication and problem-solving between all stakeholders (program staff, employers, youth participants, etc.) involved in MBSYEP.

The survey questions for this dimension gleaned the quality of communications between participants and supervisors, and communications and problem-solving between employers and MBSYEP staff.

PARTICIPANTS

As indicated in Q29, nearly 68% of youth participants rated communications with supervisors above average, while 25% rated it average. Employer orientation and the Supervisor Handbook are instrumental in guiding employers' interaction with youth participants.

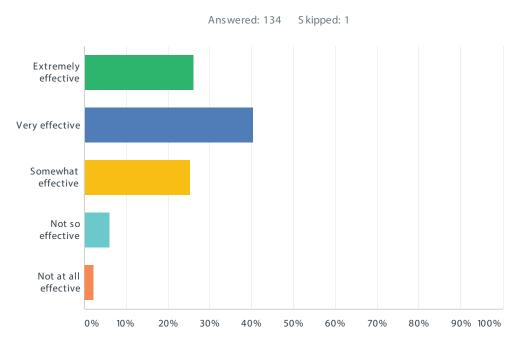
Q29 Please finish this sentence: clear communication between me and my supervisors was (please choose one):



ANSWER CHOICES	RESPONSES	
Far above average	33.98%	423
Above average	33.90%	422
Average	25.46%	317
Below average	4.74%	59
Far below average	1.93%	24
TOTAL		1,245

In Q26, 66% of employers surveyed rated their communication between their organization and MBSYEP as very/extremely effective. 25% rated communications as somewhat effective.

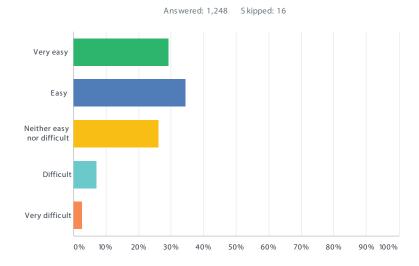
Q26 How would you rate the effectiveness of communication between your organization and The Office of Youth Services pertaining to participants?



ANSWER CHOICES	RESPONSES	
Extremely effective	26.12%	35
Very effective	40.30%	54
S omewhat effective	25.37%	34
Not so effective	5.97%	8
Not at all effective	2.24%	3
TOTAL		134

Similarly, approximately 66% of youth rated the process of getting help from MBSYEP staff to address problems and questions as easy.

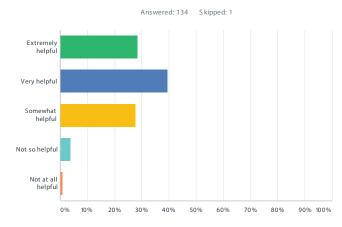
Q30 If you had a question or a problem, how would you rate the process for getting answers and help from the Office of Youth Services?



ANSWER CHOICES	RESPONSES	
Very easy	29.33%	366
Easy	34.62%	432
Neither easy nor difficult	26.20%	327
Difficult	7.13%	89
Very difficult	2.72%	34
TOTAL		1,248

Approximately 68% of employers surveyed rated the Supervisory Handbook as helpful in informing and guiding their organization about the policies, procedures, and employer responsibilities. 27.61% found the handbook somewhat helpful. This percentage is substantial and warrants further exploration to identify opportunities for improvement.

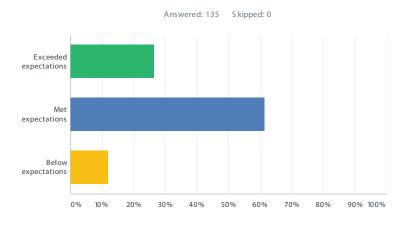
Q10 How helpful was the Supervisor Handbook in informing and guiding your organization about the policies, procedures and employer responsibilities?



RESPONSES	
28.36%	38
39.55%	53
27.61%	37
3.73%	5
0.75%	1
	134
	28.36% 39.55% 27.61% 3.73%

In Q27, 88% of employers surveyed believed MBYEP staff met or exceeded their expectations in responding to and addressing questions or problems pertaining to youth participants.

Q27 How much did the Office of Youth Services meet your expectations in responding to and addressing your organization's questions or problems pertaining to participants?



ANSWER CHOICES	RESPONSES	
Exceeded expectations	26.67%	36
Met expectations	61.48%	83
Below expectations	11.85%	16
TOTAL		135

7. SYSTEMS

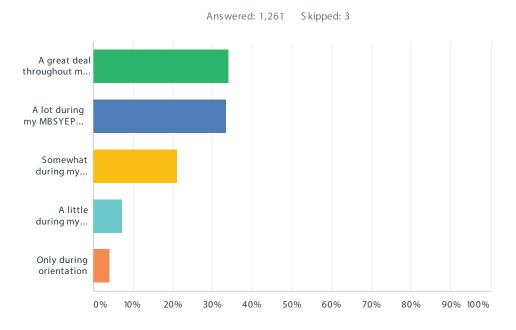
The evaluation of systems included policies and procedures and technology systems that enhance MBSYEP operations. Also included was employer processes related to tracking youth time and attendance during the program. For example, the MBSYEP Youth Portal is customized for each individual youth and is continuing to prove a useful tool for helping youth participants navigate their MBSYEP experience. The youth portal is a repository for pertinent information pertaining to the program.

During the registration and eligibility process, applicants can access messages, view the status of their application, forms, and/or documents they are required to submit and remain engaged in the application process. Once a participant is certificated, he/she can choose and apply for MBSYEP jobs listed in the portal. The portal also allows youth participants to access e-mail messages related to the program, typically sent by MBSYEP staff. Youth participants can also review information on their assigned job site and supervisor. They can also plan commutes from their homes to their assigned worksite. More importantly, the portal allows youth participants to review updates for all hours worked and electronic pay stubs for all wages earned.

PARTICIPANTS

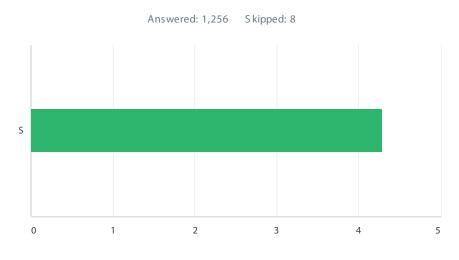
As indicated, in Q12 and Q13, youth participants interacted considerably (67%) with the MBSYEP Youth Portal with some 82% rating it above satisfactory.

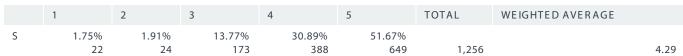
Q12 How much did you interact with the MBSYEP Youth Portal?



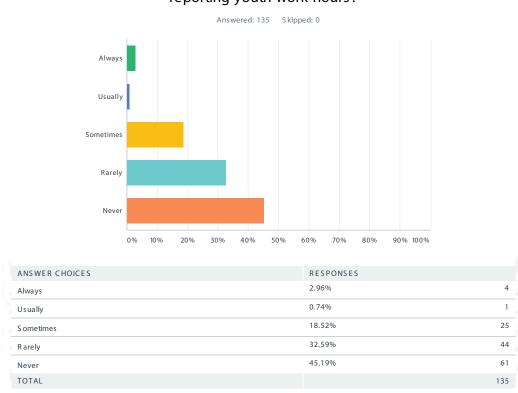
ANSWER CHOICES	RESPONSES	
A great deal throughout my MBSYEP experience	34.02%	429
A lot during my MBSYEP experience	33.39%	421
Somewhat during my MBSYEP experience	21.09%	266
A little during my MBSYEP experience	7.38%	93
Only during orientation	4.12%	52
TOTAL		1,261

Q13 Overall, how would you rate the MBSYEP Youth Portal?





Many employers host up to 20 youth participants; consequently, tracking time, completed tasks and hours worked is critically important. As indicated, in Q16, nearly 78% of employers encountered no significant challenges tracking and reporting participant work hours. Less than 4% frequently encountered challenges in these areas.



Q16 Did your organization experience significant issues tracking and reporting youth work hours?

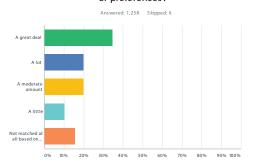
8. WORK UNIT CLIMATE

The work unit climate was also evaluated from survey responses from employers and youth participants. For example, youth participants were asked how closely they were matched with a job based on their interests or preferences and if they were excited about working in the program everyday. Additionally, employers were asked if youth participants were engaged at their job site. These questions allowed opportunities to glean how the employers think and feel, and they gauge the quality of relationships the youth participants share with others in the workplace and with supervisors, which are important aspects of work unit climate.

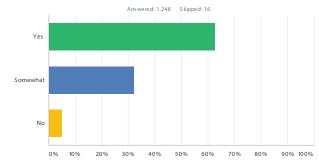
PARTICIPANTS

As indicated in Q14, approximately 54% of youth participants believed the job assignment matched their interests or preferences, while 19.87% felt moderately matched and 15.50% felt they were not matched at all. Only 62.82% of youth participants stated they were excited about working every day during the program. 32.21% were "somewhat" excited, while 4.97% were not excited.

Q14 How closely were you matched with a job based on your interests or preferences?



Q27 Were excited about working everyday during the program?



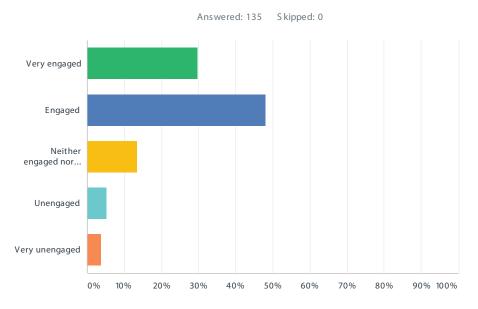
	ANSWER CHOICES	RESPONSES	
4	Yes	62.82%	784
9	Somewhat	32.21%	402
0	No	4.97%	62
0	TOTAL		1,248
5			

ANSWER CHOICES	RESPONSES	
A great deal	34.50%	434
A lot	19.79%	249
A moderate amount	19.87%	250
A little	10.33%	130
Not matched at all based on my interests or preferences	15.50%	195
TOTAL		1,258

EMPLOYERS

In Q12, nearly 78% of employers surveyed felt their youth participants were engaged in the program, while nearly 9% felt youth participants were not engaged. It is important to identify opportunities to improve participant engagement to the program, especially for those whose job assignments did not meet their interest or preferences.

Q12 Overall, how engaged was your MBSYEP youth?



ANSWER CHOICES	RESPONSES	
Very engaged	29.63%	40
Engaged	48.15%	65
Neither engaged nor unengaged	13.33%	18
Unengaged	5.19%	7
Very unengaged	3.70%	5
TOTAL		135

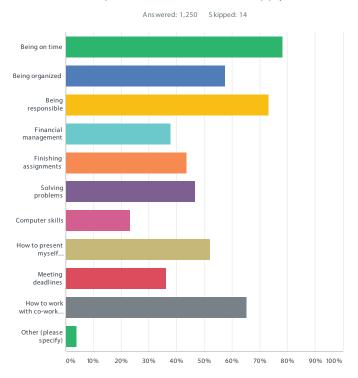
9. TASK AND INDIVIDUAL SKILLS

Tasks and Individual Skills involves understanding what a specific job position demands and the skills and knowledge required to fulfill the job's responsibilities. It's important to see how well jobs and youth participants have been matched. In the surveys, youth participants were asked to identify the specific job skills they learned from their MBSYEP experience, while employers were asked to identify the specific job skills youth participants learned from their job experience.

PARTICIPANTS

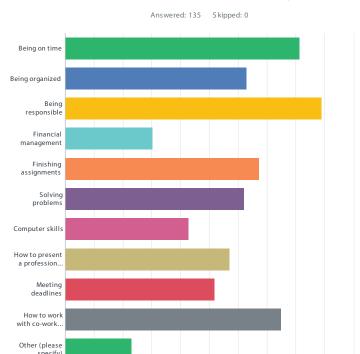
As indicated in Q18, the top job skills identified by youth participants were "Being on time" (78.32%), "Being responsible" (73.12%), "Being organized" (57.44%), "How to present myself professionally" (52.08%) and "Solving problems" (46.64%). Also, many youth (65.36%) said "How to Work with Coworkers and Bosses" was a top job skill they learned from MBSYEP.

Q18 What specific job skills did you learn from your MBSYEP experience? (check all that apply):



ANSWER CHOICES	RESPONSES	
Being on time	78.32%	979
Being organized	57.44%	718
Being responsible	73.12%	914
Financial management	37.92%	474
Finishing assignments	43.44%	543
S olving problems	46.64%	583
Computer skills	23.28%	291
How to present myself professionally	52.08%	651
Meeting deadlines	36.24%	453
How to work with co-workers and bosses	65.36%	817
Other (please specify)	3.92%	49
Total Respondents:		1,250

As indicated in Q14, employers identified the top five job skills acquired by youth participants in their program as "Being Responsible" (88.89%), "Being on time" (81.48%), "How to work with co-workers and bosses" (74.81%), "Finishing assignments" (67.41%) and "Solving problems" (62.96%).



Q14 What specific job skills did your youth learn from their MBSYEP experience? (check all that apply):

ANS WER CHOICES	RESPONSES	
Being on time	81.48%	110
Being organized	62.96%	85
Being responsible	88.89%	120
Financial management	30.37%	41
Finishing assignments	67.41%	91
S olving problems	62.22%	84
Computer skills	42.96%	58
How to present a professional appearance	57.04%	77
Meeting deadlines	51.85%	70
How to work with co-workers and bosses	74.81%	101
Other (please specify)	22.96%	31
Total Respondents:		135

80%

90% 100%

Recommendations

- Ensure providers have the capacity/skills to impart the proposed career exploration programming.
- Partner providers with job development groups to help enhance efforts where needed.
- Secure additional providers to support any future growth.

10 %

20%

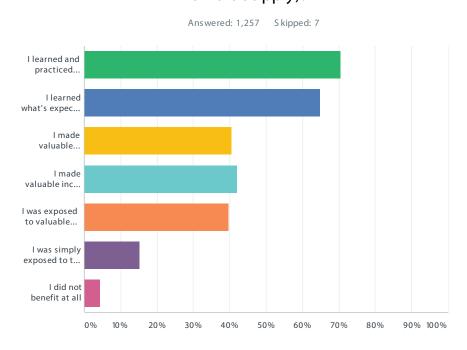
10. INDIVIDUAL NEEDS AND VALUES

This dimension sought to explore participant opinions about their work in order to identify the quality factors that will result in job enrichment and better job satisfaction, which will invariably contribute to success in future employment. In the survey, youth participants were asked to identify and explain the benefits they gained from the program, while employers were asked to identify the benefits they believe youth participants gained from their job experiences.

PARTICIPANTS

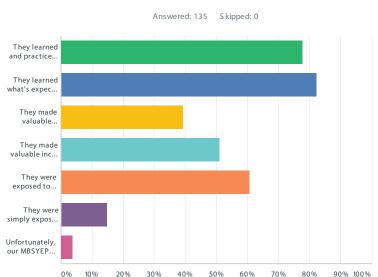
As indicated in Q17, the top five benefits identified by youth participants were "learning and practicing valuable hard & soft skills" (70.56%), "learning what's expected in a professional workplace" (64.76%), "earning valuable income that was much needed" (42.00%), "making valuable networking connections with workplace professionals" (40.57%) and "exposed to valuable career options and career enrichment activities" (39.70%).

Q17 Please explain what benefits you gained from the program (check all that apply):



ANSWER CHOICES	RESPO	NSES
I learned and practiced valuable hard & soft skills, (i.e. communication, task responsibility, how to present myself, how to meet deadlines, etc.)	70.56%	887
I learned what's expected of me in a professional workplace, learned about work culture and gained valuable other professional information	64.76%	814
I made valuable networking connections with workplace professionals	40.57%	510
I made valuable income that was much needed	42.00%	528
I was exposed to valuable career options and career enrichment activities	39.70%	499
I was simply exposed to the world of work and did not benefit much beyond this	15.27%	192
I did not benefit at all	4.38%	55
Total Respondents:		1,257

As indicated in Q13, employers identified the top five benefits gained by youth participants as "learning what's expected in a professional workplace" (82.22%), "learning and practicing valuable hard & soft skills" (77.78%), "exposed to valuable career options and career enrichment activities" (60.74%), "earning valuable income that was much needed" (51.11%) and "making valuable networking connections with workplace professionals" (39.26%).



Q13 Please explain what benefits you feel your MBSYEP youth gained from the program (check all that apply):

ANSWER CHOICES	RESPON	NS E S
They learned and practiced valuable hard & soft skills, (i.e. communication, task responsibility, how to present myself, how to meet deadlines, etc.)	77.78%	105
They learned what's expected of them in a professional workplace, learned about work culture and gained valuable other professional information	82.22%	111
They made valuable networking connections with workplace professionals	39.26%	53
They made valuable income that was much needed	51.11%	69
They were exposed to valuable career options and career enrichment activities	60.74%	82
They were simply exposed to the world of work and did not benefit much beyond this	14.81%	20
Unfortunately, our MBSYEP youth did not benefit at all	3.70%	5
Total Respondents:		13

The findings indicate worksite supervisors and host coordinators believed that youth participants benefitted from MBSYEP. As indicated, they saw specific benefits in the development of each youth in terms of education, future orientation, tackling current life obstacles, and enhancing work readiness skills. For college-aged and college-bound youth who had the support systems necessary to succeed, career aspirations and were already on pathways for achieving these aspirations, MBSYEP enhanced efforts for work readiness.

For youth who had a more limited understanding of workplace expectations, had far fewer supports and greater obstacles to succeeding, and had not had opportunities to dream and plan for future aspirations, the MBSYEP program became an initial connection to the workforce and an opportunity to learn and practice foundational workplace readiness skills, such as communication, presentation of self, and following expectations.

Recommendations

- Create a single, shared job development effort across the city's youth workforce programs.
- Revise and target messaging to potential employers.
- Leverage private businesses, the non-profit community, industry networks and Chambers of Commerce to increase the supply of jobs.
- Enhance supervisor worksite training to align with the goals of the city's focus on career pathways

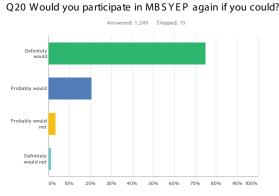
11. MOTIVATION

Identifying the motivation levels of youth participants will make it easier to determine how willingly they would put in the efforts to achieve their career and/or educational aspirations and goals. This would also involve identifying motivational triggers. The MBSYEP provides youth participants with many motivational triggers such as those previously identified, i.e. much needed income, networking, learning valuable hard and soft skills, etc.

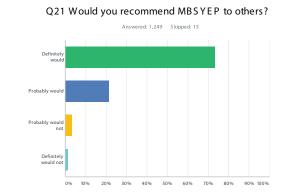
One intent of the survey questions was to determine if youth participants would participate in MBSYEP again and recommend others to the program. In addition, since the opportunity to earn income is a primary motivating factor, participant satisfaction with the pay rate and their ability to pay for things important to them was important to determine.

PARTICIPANTS

As indicated in Q20, 74.94% of youth participants would definitely enroll in the program again, while 73.5% would definitely recommend others to the program.

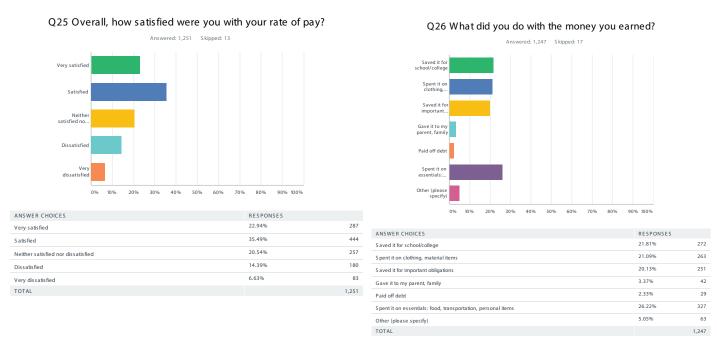




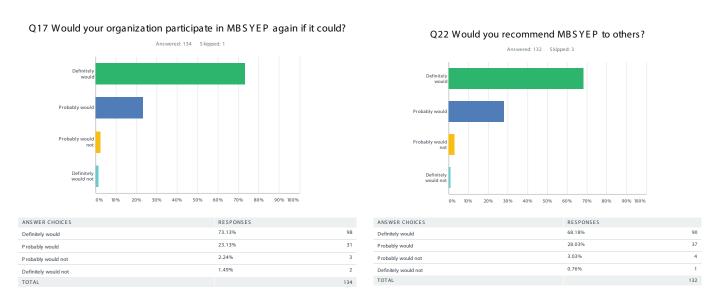


ANSWER CHOICES	WEST CHSES	
Definitely would	73.50%	918
Probably would	21.62%	270
Probably would not	3.36%	42
Definitely would not	1.52%	19
TOTAL		1,249

As indicated in Q25, approximately 58% of youth participants were satisfied with the pay rate, compared to 21% that were unhappy. According to Q26, youth participants used their money to purchase essentials (26.22%) and clothes (21.09%) and save for school or college (21.81%).

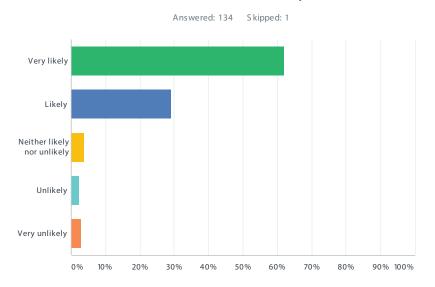


As indicated in Q17, 96% of employers would definitely or probably participate in the program again, while Q22 indicates 96% of employers would definitely or probably recommend others to the program.



Q23 is a critically important question. The experience of employers with the program should motivate the employers to provide youth participants with recommendations and referrals for employment. As indicated, approximately 91% of employers would provide positive referrals and recommendations for the participants they hosted.

Q23 Would your organization provide positive referrals/recommendations for the youth it hosted?



ANSWER CHOICES	RESPONSES	
Very likely	61.94%	83
Likely	29.10%	39
Neither likely nor unlikely	3.73%	5
Unlikely	2.24%	3
Very unlikely	2.99%	4
TOTAL		134

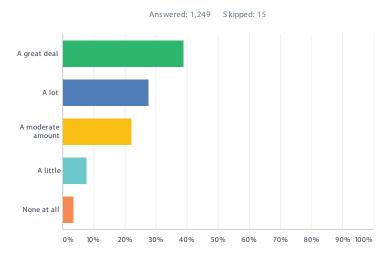
12. INDIVIDUAL AND ORGANIZATIONAL PERFORMANCE

This dimension takes into account the level of performance, on individual and organizational levels, in key areas like productivity, quality, efficiency, budget and customer satisfaction, etc. Survey questions were intended to determine whether youth participants believed MBSYEP helped them to achieve job readiness and how they rated their job according to specific measures of importance. Employers were asked to identify any significant challenges with hosting MBSYEP youth participants.

PARTICIPANTS

As indicated in Q24, approximately 66% of youth participants believe MBSYEP helped them to become more ready for a professional job. 22.26% believed the program helped them a moderate amount. Less than 4% believed they were not ready at all.

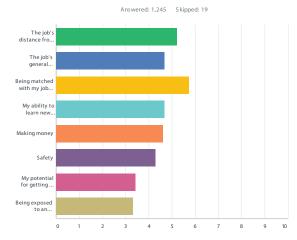
Q24 Do you believe MBSYEP helped you become more ready for a professional job?



ANSWER CHOICES	RESPONSES	
A great deal	38.91%	486
A lot	27.54%	344
A moderate amount	22.26%	278
A little	7.77%	97
None at all	3.52%	44
TOTAL		1,249

In terms of job assignment, the job's distance from home, being matched with job interests and safety were ranked as the top three areas of importance. These findings are useful in improving the overall program.

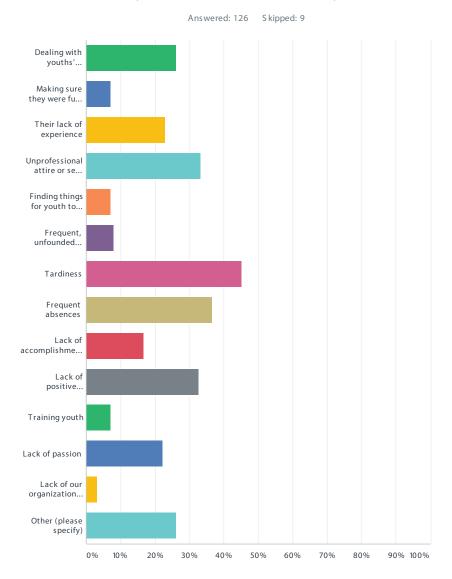
Q19 Considering your job assignment, rank the following in order of importance:



	1	2	3	4	5	6	7	8	TOTAL	SCORE
The job's distance from my home	25.48% 291	14.71% 168	11.73% 134	10.60% 121	8.06% 92	9.63% 110	8.49% 97	11.30% 129	1,142	5.20
The job's general	8.23%	21.45%	13.49%	10.95%	11.82%	11.30%	11.56%	11.21%		
location	94	245	154	125	135	129	132	128	1,142	4.67
Being matched with my	24.15%	17.46%	20.76%	11.90%	10.34%	6.08%	4.69%	4.60%		
job interests	278	201	239	137	119	70	54	53	1,151	5.73
My ability to learn new	6.47%	11.63%	16.17%	21.77%	15.21%	14.25%	9.27%	5.24%		
skills	74	133	185	249	174	163	106	60	1,144	4.66
Making money	11.59%	11.25%	11.59%	14.79%	22.06%	10.21%	7.70%	10.81%		
	134	130	134	171	255	118	89	125	1,156	4.60
Safety	12.92%	8.10%	9.65%	10.51%	12.49%	25.06%	12.06%	9.22%		
	150	94	112	122	145	291	140	107	1,161	4.29
My potential for getting a	5.62%	5.96%	8.18%	9.37%	9.97%	14.48%	30.66%	15.76%		
full time job	66	70	96	110	117	170	360	185	1,174	3.43
Being exposed to an	5.67%	8.33%	8.25%	9.67%	10.50%	8.92%	14.17%	34.50%		
interesting industry/career	68	100	99	116	126	107	170	414	1,200	3.33

As indicated in Q15, the most significant challenges employers encountered in hosting MBSYEP youth participants were tardiness (45.24%), frequent absences (36.51%), unprofessional attire or self- presentation (33.33%), lack of positive attitudes and work ethic (32.54) and dealing with youths' transportation methods (26.19%). These findings provide opportunities for improvement and should be addressed amid placement decisions, participant and employer orientations and through innovative engagement and behavior modification strategies during the program.

Q15 Please name any significant challenges in hosting MBSYEP youth? (check all that apply):



ANSWER CHOICES	RESPONSES	
Dealing with youths' transportation methods	26.19%	33
Making sure they were fully supervised by adult professionals	7.14%	9
Their lack of experience	23.02%	29
Unprofessional attire or self presentation	33.33%	42
Finding things for youth to do at our worksite	7.14%	9
Frequent, unfounded complaints	7.94%	10
Tardiness	45.24%	57
Frequent absences	36.51%	46
Lack of accomplishment and accountability	16.67%	21
Lack of positive attitudes and work ethic	32.54%	41
Training youth	7.14%	9
Lack of passion	22.22%	28
Lack of our organization's staff engaging with youth	3.17%	4
Other (please specify)	26.19%	33
Total Respondents:		126

VI. PAST FINDINGS

2016-2017 Findings/Recommendations

- 1. **Need for Strategic Planning:** Develop a detailed written strategic plan, with short term and longer term goals and objectives.
 - The 2018 evaluation could not ascertain if this past finding was addressed.
- 2. **Need to enhance the host orientation process:** Hosts often do not attend an in-person orientation but instead review a PowerPoint orientation document. In addition, it is common for supervisors who interface directly with youth to not have received any orientation.
 - The 2018 evaluation indicated that the employer orientation process was substantially enhanced. More than 90% of employers surveyed reported benefiting from the orientation and supervisory handbook.
- 3. **Need to enhance approaches to host recruitment:** It appears that outreach efforts are limited in breadth and scope, and many desirable hosts are not contacted directly. In that vein, the potential population has not been adequately analyzed, segmented, and mined.
 - The 2018 evaluation identified significant improvements in the recruitment process, especially online access to registering as a host employer. However, there is a need to continue to engage the private sector and increase the number of positions in the for-profit sector to help youth develop future career options. Engagement with the D.C. Chamber of Commerce in identifying employers that may provide long-term employment beyond the summer program should be considered. This is especially important for older youth participants. This recommendation is considerably important given the District's significant private-sector employment base.
- 4. Need to enhance the youth orientation process: Youth are required to participate in a brief orientation session that is provided by MBSYEP. This session provides basic information about the program's requirements and expectations, such as getting to work on time and how to dress, but it does not appear to fully cover strategies that would enable youth to make the most of this opportunity. This is of particular importance for youth entering the workforce for the first time.
 - The 2018 evaluation identified significant improvements in participant orientation. However, there is a need to explore the content and delivery of the youth participant orientation and determine if there is a need to tailor content specific to the first time youth participants and returning youth participants.
- 5. **Recruitment of Youth:** In 2015, the Office of the DC Auditor found that approximately 75% of youth determined eligible for MBSYEP resided in Wards 5, 7, and 8, and more than half of those determined eligible resided in Wards 7 and 8. These statistics held true in 2016.

- In 2018, there was a substantial increase in the percentage of high school graduates enrolled and of the training and education programs participating in MBSYEP. These efforts should continue as the experiences gained from summer employment can potentially enhance youth participants' success in securing permanent gainful employment.
- Efforts should continue to increase male enrollment in MBSYEP. Considerable progress was made in 2017 but male enrollment declined in 2018.
- MBSYEP should provide enrollment priority for youth who are low-income or otherwise disadvantaged, as defined by the Workforce Innovation and Opportunity Act. A certain percent of slots should be allotted for this vulnerable population.
- 6. **Tiered Placement of Youth:** Currently the process to assign youth does not consider the level of effort and preparedness of the individual applying for the program.
 - Although the MBSYEP registration and eligibility process allows applicants to complete a "returning youth" application with pre-populated information, there should be mechanism to measure the level of effort and preparedness of the individual applying for the program.

VII. REFERENCES

Using the Burke-Litwin Change Model to Manage Organizational Change https://www.brighthubpm.com/change-management/86867-explaining-the-burke-litwinchange-model/

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- Bureau of Labor Statistics (2018) Black youth unemployment. Retrieved from https://www.bls.gov/news.release/youth.nr0.htm
- Governing (2018) Youth Unemployment Rate, Figures by State. Retrieved from http://www.governing.com/gov-data/economy-finance/youth-employmentunemploymentrate-data-by-state.html

Labor statistics continue to reaffirm the importance of MBSYEP. According to the Economic Policy Institute, the highest African American unemployment rate is in the District of Columbia at 12.4 percent (https://www.epi.org/publication/state-raceunemployment-2018q2/). The Bureau of Labor Statistics reported Black youth unemployment at 9.2 in July 2018 (https://www.bls.gov/news.release/youth.nr0.htm). However, for ages 16-24 and 20-24, unemployment rates were 14.4% and 12.3%, respectively. (http://www.governing.com/gov-data/economy-finance/youth-employment-rate-data-by-state.html)